

deadline 81-1139/1

Chief, HRPS-
your copy

12 May 1981

MEMORANDUM FOR: Director of Personnel

FROM : Deputy Director of Central Intelligence

SUBJECT : Personnel Planning

1. I have reviewed Harry Fitzwater's memorandum of 4 May on personnel planning in which he suggests specific areas of the personnel system that I might want to monitor as part of the planning process. While the specific areas outlined in that memorandum clearly are important, I think this approach tends to focus attention in personnel planning on statistical measures which often do not reflect the basic personnel problems and policy questions the Agency must face.

2. In my view, the involvement of senior management--the DDCI, the deputy directors, the Head of the E Career Service and so forth--in personnel planning ought to center on problems and policies in the broadest terms. For example, the Executive Committee should address such basic questions as:

- how are we to upgrade certain functions such as communicators and keep analysts as analysts and yet avoid grade creep;
- what is the value of rotational assignments and are they being used effectively;
- what are the planning consequences of having the overwhelming majority of supergrades in certain offices over 50 years old; *AK*
- why are some portions of the DDO desperate for additional personnel while other elements of the Agency are over strength; *MIX*
- what kinds of programs can we develop to ensure that a certain percentage of our staff have experience elsewhere in the government and in the private sector and to upgrade the skills of our staff;
- why do good people leave and what lessons can we learn; *Agreement*
- are we attracting and maintaining the critical skills we need;

- are we making adequate use of awards and pay devices short of grade promotions; and, finally,
- can we do more in the area of hiring and promoting minorities and the use of upward mobility programs? EEo

3. I believe that an effective personnel planning process should begin with the identification of issues such as those above (which are illustrative only) and that the next step is the development of policies and programs to address the issues. The Executive Committee should play a central part in this process. Once issues are identified and policy guidelines established, the directorates can work with the Office of Personnel to develop specific statistical targets. Annually, the success of each career service in meeting its targets would be evaluated even as new issues, programs and targets are identified or the old ones reconfirmed for the following year. In short, personnel planning must not become an annual, marginal revision of statistical objectives but must begin with the identification of real problems, and then the policies and plans to deal with them. AUDIT

4. It is my view that the effort to identify alternatives to the APP and ARP should concentrate on this approach. In keeping with the Executive Committee discussion on this matter last month, I would appreciate having the personnel planning options paper by 15 June.



B. R. INMAN
Admiral, U.S. Navy

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81-1139

4 MAY 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater
Director of Personnel Policy,
Planning, and Management

SUBJECT : Personnel Planning

1. Action Requested: Paragraph 4 of this memorandum requests information from you.

2. Background: At the 15 April Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report have outlived their utility and should be discontinued in their present form. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. At the same meeting you commented that you would provide the areas of your interest.

3. Staff Position:

a. I plan to convene a senior working group to address the topic of personnel planning and will report back to you and the Executive Committee on alternatives to accomplish your objectives. I believe a system can be developed that while not requiring the inordinate use of resources will be useful and tailored to your needs. A major problem is determining the standard or goal against which to measure progress. My staff can provide statistical reporting for monitoring purposes but the setting of the standard or goal will need to be a managerial decision. We can provide target figures against which standards or goals can be set.

b. Knowing the personnel management areas that you wish to monitor will be helpful in developing this planning system. For your consideration, I suggest planning in the following areas.

- Promotions. To insure consistency and equity Agency-wide, the rates of promotions and the ages and grade profile of those promoted can be monitored.

- EEO Progress. Monitoring the hiring rate of women and minorities and the use of upward mobility programs can provide an indicator of EEO success.

° Rotational Assignments. Monitoring this aspect of the Senior Officer Development Program will provide an indicator of successful development of potential senior officers.

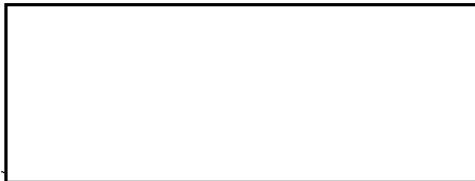
° Recruitment. Reporting can be provided that will keep you advised as to the mix and quality of the recruitment effort.

° Performance Appraisals. Reporting can be provided on the average rating of employees on the numbers and disposition of counseling cases.

° Awards and Quality Step Increases. Monitoring of these programs can provide indicators of the amount of special recognition afforded superior performers.

° Strength. Reporting on the Agency's on-duty strength and with projections of hires and losses will provide an indicator of success in attaining ceiling strength.

4. If there are other areas that you are interested in monitoring, we will add them to the above list.



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4 MAY 1981

Ray - FYI
Our paper is yet
expected.

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Distribution:

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1 - DDCI

1 - ER

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1 - Subject

1 - Chrono

OPPPM/PA&E/ [] (1 May 81)

RETYPED: OPPPM;rj (4 May 81)

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